

Facilitator CHiPs



Constructive, Helpful, and Informative Practices

Prepared by the ORO Facilitator Program to help enhance individual and organizational excellence

Issue 16

October 2000

Facilitation Services Available:

- Process Improvement
- Team Building
- Change Management
- Strategic Planning
- Customer Focus and Assessment
- Baldrige Quality Award Criteria
- Valuing Differences
- Problem Solving, Decision Making, and Consensus Building Tools
- 360° Feedback Instruments
- Problem Identification and Clarity
- Reengineering
- Integrated Organizational Renewal
- Facilitator Skills Training for Supervisors

For more information about facilitator services or to suggest a CHIP topic, e-mail or call:

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SMART Goals

As fiscal year 2001 funding begins and the strategic planning cycle continues, many organizations are developing goals and milestones.

SMART Goals are....

Specific and a Stretch – The goal should be easily understood by those involved without confusion or differences of interpretation. The goal should be a stretch so that innovation and improvements are needed in order to succeed.

Measurable – If you can't measure it, you can't objectively determine whether you reached it. If clearly shown as met, reaching goals can increase employees' sense of achievement and morale.

Attainable – Even if the goal is highly desired, if it is outside the control of the organization, it will ensure failure. If the goal is doable, however, it can be a rally point for the organization to make needed changes.

Relevant – If the goal doesn't reflect the needs of customers, it can be a waste of valuable resources. If chosen wisely, the goal can deliver considerable payoff in customer satisfaction levels.

Timely – If a goal can't be realized fairly quickly, momentum is hard to maintain. Break down a long-term goal into the pieces needed to implement it. These become the new goals. Also, timely goals address current needs of customers.

Example: "Goal A.1 – Conduct oversight of the contractor's performance." What does "conduct oversight" mean? What does "contractor's performance" mean? What exactly would be measured? Is it attainable as stated?

Makeover: "Goal A.1 – Conduct monthly reviews of XYZ contractor's schedule, safety, and budget performance covering each major project monthly and all other projects at least twice over the course of the year."

If this is your first time creating SMART goals, give it your best effort given the information at hand. At the end of the fiscal year, evaluate your performance against these SMART goals. Ask "Were my goals too aggressive?" "Were they too easily reached?" "Did they get the results that I wanted?" Use the answers to create even better SMART goals for fiscal year 2002.

In our next issue: [Finding Fulfillment at Work – Expressing Your Values on the Job](#)